



CORE

The source of new ideas and fresh thinking
for the greater Catalyst Europe community

Issue 10, April 2012

START



A few opening words from [Catalyst Europe](#)

Milestones

This year, [Catalyst](#) celebrates its 50th anniversary. Founded in the US during a massive, multi-faceted social movement, Catalyst has evolved from a grass-roots enabler to a global advocate of workplace change. In this issue of Catalyst Europe AG CORE, we touch on the past, present and future of the workplace on this side of the Atlantic.

About CORE

Catalyst Europe AG CORE is the quarterly online tool which was designed both to highlight and trigger fresh perspectives in talent management, organizational inclusion and workplace innovation. CORE content is gleaned from CE convening events, Catalyst research and ongoing strategic advisory work with the Catalyst Europe members.

In its playful format, CORE encourages creative thinking within organizations that are committed to changing the workplace. On a practical level, CORE can be used as a starting point for discussion in strategic meetings and brainstorming sessions.

VIEWPOINT

Perspectives from a Catalyst Europe Member or Thought Leader



Looking back and forward

“Gender diversity in top management positions has only become a real cause in Europe over the last ten years; before that, it was very much a fight for basic legal rights e.g. the right of married women to be employed. The business case for diversity is strong, but I think the most compelling argument is this: gender discrimination is a social and a moral issue. It boils down to an issue of power, and power needs to be shared at every level in society.

Progress in the Netherlands and Europe in general has been excruciatingly slow, partly because both men and women still need to shake off deeply ingrained cultural stereotypes and reset their expectations. In short, we need to think differently. In addition, I think that true equality will never be achieved unless we transform the way organizations are structured and run, and provide the ‘environmental support’ i.e. the means to enable families to live and work in a social structure like that of the Nordic countries.”

Carien van der Laan is a partner at Van der Laan & Company, an executive search firm that promises a minimum of 50% women candidates for every vacant position and has been instrumental in the appointment of more than 150 women on boards in the Netherlands.

DOUBLE TAKE

An unexpected finding from Catalyst research

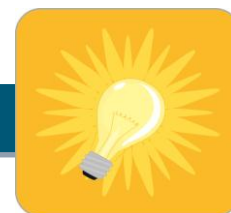


Beware the lure of leaving

Catalyst’s recent report about the myth of the ideal worker continues to attract attention. Among the surprising findings is the following: “In pursuit of advancement, high potentials left organizations, seeking to achieve their career goals elsewhere... But it was men who went to a new employer who had the greatest compensation growth. Women earned more when they stayed where they had already proven their worth... We found that changing jobs can *negatively* impact women’s compensation growth...” For the full report, click [here](#) and read CE CONVENE for listings of where and when Catalyst Europe will be presenting it.

LIGHT BULB MOMENT

An insight revealed by a participant at a Catalyst Europe event



Bring on the men

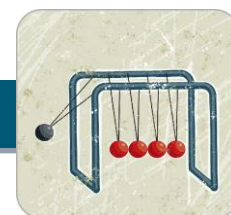
“One of the keys to change is getting men in the organization involved. Only if there’s pushback from those in power will we start to see things happen.”

Check out Catalyst’s new online learning community for [Men Advocating Real Change](#).

Source: Recent Catalyst Europe Regional Learning Hub

TRENDING

A theme emerging from Catalyst Europe’s ongoing strategic advisory work



Time to think ahead

Whether mandated by law or implemented under the threat of it, quotas to get women into business leadership positions are going strong. It is hardly surprising that the debate surrounding workplace diversity has returned to the binary, either/or stance that recalls a time when people were arguing about whether to “let” women work at all. Are we for or against quotas? Should we fix the woman or fix the workplace? Do we choose work or life? With these questions, it is tempting to drive people into corners. An all-or-nothing approach, however, has a way of cheapening the debate, spawning inflammatory sound bites and missing the point of it all.

Some of our Members are working out of the spotlight, eluding rigid positions and taking a more nuanced approach. Their aim is simply a more agile workplace – which, yes, taps into and fosters differences. How this is achieved is a work-in-progress, because the enactment of quotas (or any policy) is only the beginning. There is action; and then there is living with it. These Members are already thinking about the implications of any structural change on the internal culture. This matters, because the more the law pushes for equality, the more companies will have to develop real points of difference to attract and retain the best people.

CE CONVENE

Upcoming in-person or virtual events organized by Catalyst Europe partners



(LAST CHANCE) ZURICH: 17 APRIL 2012, 18:30-21:00

More on the ideal worker

As part of the monthly series of the [Professional Women's Group of Zurich](#), Catalyst Europe AG General Manager [Eleanor Tabi Haller-Jorden](#) will lead a group discussion entitled "The Art and Peril of Playing the Corporate Game". Findings from a recent Catalyst report will be presented and explored with the help of a panel and Q&A. [Registration](#) for the event, which is open to non-PWG members, may be limited due to the late date.

BONN: 4 MAY 2012, 13:30-17:00

Women and work in Germany

Catalyst Europe AG General Manager Eleanor Tabi Haller-Jorden and Catalyst Europe Ambassador Dr. Isabelle Kürschner have been invited to present at the [half-day event](#) that precedes the elaborate [women&work trade fair and conference](#), beginning 5 May 2012 and now open for registration.

PARIS: 24 MAY 2012, 9:00-18:15

Top conference travels to Paris

Building on the extensive [JUMP Forum for Advancing Women in the Workplace](#), this follow-up regional event in Paris will welcome Catalyst Europe AG General Manager Eleanor Tabi Haller-Jorden as the keynote speaker. The presentation will focus on [recent eye-opening findings](#) from Catalyst around the myth of the ideal worker. Note that only representatives from JUMP partner companies may attend.

ZURICH: 7 JUNE 2012, 10:00-13:00

Inaugural Catalyst Europe CEO Summit

This invitation-only event will bring together leaders of European and Europe-based organizations, policymakers and researchers to identify strategies for effecting workplace change in Europe. The [first CE-CEO Summit](#), entitled "Leadership Matters: Talent, Quotas & the New Workplace", will be hosted by lead sponsor Swiss Re Ltd. at the [Swiss Re Centre for Global Dialogue](#) in Rüschlikon/Zurich. We are grateful to additional event sponsors AXA, Deutsche Bank AG and Royal Dutch Shell plc.

ZURICH: 12 JUNE 2012, 19:00-21:30

Pondering the future

Catalyst Europe AG General Manager Eleanor Tabi Haller-Jorden will lead a thought-provoking discussion about the state and future of women in the global workplace. [The Powerhouse Zurich](#), an internationally-minded professional women's network, will host the event at the [Hub](#). You can request more information [here](#).

AMSTERDAM: 15 June 2012

Leadership and LGBT

Catalyst Europe AG General Manager Eleanor Tabi Haller-Jorden has been invited by the [Workplace Pride Foundation](#) to speak at the 6th Annual International LGBT Inclusion Conference. The theme of leadership will be explored in panels and workshops at this high-profile, full-day event. Details about [registration](#) will be posted shortly.

Please stay tuned for more information about upcoming Catalyst Europe events, including the Regional Learning Hub and Executive Women's Platform.

OFF-THE-RECORD

Anonymous real-world comments that are timely and touchy – but important to consider before enduring change can take place



In search of a story

“We don’t need more research or facts that support the business case. The problem is that we haven’t found a ‘narrative’ yet. As long as there’s no story that connects with people personally, there’s no movement.”

Source: Recent Catalyst Europe Strategic Focused Intervention

FIELDWORK

A sampling of the topics Catalyst Europe has recently tackled with Catalyst Europe Members



At the core of change

Over the past few months, Catalyst Europe has been extraordinarily busy with CE events and Member discussions. A number of hot topics have surfaced, such as: the so-called ideal worker; understanding how sponsorship works; navigating unconscious bias; [engaging men](#), specifically middle managers; and, naturally, quotas and voluntary corporate efforts to reinforce the talent pipeline.

If you are interested in hosting a Catalyst Europe event or simply a frank discussion about workplace change, please [contact us](#).

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